

This Page Is Inserted by IFW Operations  
and is not a part of the Official Record

## **BEST AVAILABLE IMAGES**

Defective images within this document are accurate representations of the original documents submitted by the applicant.

Defects in the images may include (but are not limited to):

- BLACK BORDERS
- TEXT CUT OFF AT TOP, BOTTOM OR SIDES
- FADED TEXT
- ILLEGIBLE TEXT
- SKEWED/SLANTED IMAGES
- COLORED PHOTOS
- BLACK OR VERY BLACK AND WHITE DARK PHOTOS
- GRAY SCALE DOCUMENTS

**IMAGES ARE BEST AVAILABLE COPY.**

**As rescanning documents *will not* correct images,  
please do not report the images to the  
Image Problem Mailbox.**

## **CHRIS H. BAJOREK**

KOMAG, INC.

1710 AUTOMATION PARKWAY

SAN JOSE, CA 95131-1873

TEL: (408) 576-2408

FAX: (408) 576-2260

EMAIL: chris.bajorek@komag.com

## **SUMMARY**

Expert in managing applied research, product and process development, customer support and manufacturing functions, with special emphasis on data storage devices, products, and software. Played a significant role in the development and high-volume manufacturing of thin film magnetoresistive (MR) recording heads in the storage industry. Proven track record in achieving continuous improvement through Six Sigma programs and customer satisfaction through Malcolm Baldrige methodologies. Ability to establish intercompany partnerships that leverage the core competencies of each contributor. Has contributed to more than 20 patents and 50 publications in the fields of semiconductors, electronic packaging, and data recording. A Fellow of the IEEE. Recipient of the prestigious 2002 IEEE Reynold B. Johnson Information Storage Award for leadership in the development and manufacturing of magnetoresistive recording heads for data storage devices. Awarded the Third Millennium Medal for outstanding contributions from the IEEE Magnetics Society. Holds a Ph.D. in Electrical Engineering and Business Economics from Caltech.

## **PROFESSIONAL EXPERIENCE**

### **KOMAG, Incorporated     1996 – Present**

San Jose, California

Komag is the world's largest independent supplier of magnetic film disks. During 2001, it will sell approximately 70 million disks for \$450 million of revenue.

### **Executive Vice President, Advanced Technology**

Oct. 2000 – Present

In this position, Chris Bajorek is responsible for Komag's advanced disk designs and processes with focus on media two or more generations from those under current development. At present his team is investigating disk designs with a capacity per disk of 90 to 150 MB, including synthetic antiferromagnetic (SAF) and perpendicular recording media.

His function is also responsible for identifying product diversification opportunities for Komag. Thin film rechargeable batteries, optical communication products and MRAM digital storage devices exemplify the classes of products evaluated recently. This effort has already resulted in two new products for optical communication. After initiating development, qualification, and marketing of these products at Komag, responsibility for completing the commercialization of the products was transferred to a newly formed Komag joint venture, Chahaya Optronics, a company dedicated to the field of photonics.

**Executive Vice President and Chief Technical Officer**

Jan. 2000 – Sept. 2000

**Senior Vice President and Chief Technical Officer**

1996 - 1999

Responsible for research, development, customer engineering, and customer product assurance.

- Established a rigorous customer support program based on specific roles for sales, customer engineering, customer quality and customer resident managers for each of Komag's customers.
- Regularly engaged the disk-drive product design centers and factories for the following customers: IBM, Fujitsu, Quantum, Seagate, Western Digital, Maxtor, Toshiba, Samsung, and NEC. Today Komag is consistently rated the No. 1 media supplier in each account.
- Played a major role in totally revamping Komag's disk designs—as well as associated processes, tools, and factories—in order to ensure Komag's continued leadership in magnetic film disks. This effort entailed transforming Komag from producing a low temperature, non-epitaxial to a high-temperature, epitaxial product line. This transformation was accomplished in 18 months on a worldwide basis, including 7 factories in San Jose, Malaysia, and Japan.
- Established concurrent engineering and process improvement team practices to substantially accelerate Komag's time to market and yield/cost improvements, respectively.
- Established new product and technology introduction processes to allow for direct product launches at Komag's Malaysian factories.

**IBM***1971 – 1996***Vice President, Technology Development and Manufacturing**

1991 - 1996

Storage Systems Division, San Jose, California

Responsible for research, development, and manufacturing of all of IBM's magnetic recording heads and disks. By 1996, this position entailed directly managing 1,000 people in San Jose and providing functional guidance to another 3,000 people in Rochester, Minnesota; Mainz, Germany; Guadalajara, Mexico; and Fujisawa, Japan. In 1996, this global operation produced 50 million disks and 100 million MR heads, representing a \$1.5 billion revenue stream if these devices were sold in the open market.

- In essence, this assignment required high-volume commercialization of MR heads and media that Bajorek had developed earlier while in IBM's Research Division. Today MR heads are ubiquitous in all hard drives. During 2000, the industry will consume approximately 800 million MR heads.
- Responsible for developing and scaling up volume production of glass-based disks for mobile computing applications. Glass-based disks have become a de facto standard in 2.5-inch drives. This accomplishment required establishing special customer/supplier partnerships—including technology sharing—with Hoya and Nippon Sheet Glass, both in Japan and two of the world's leading suppliers of specialty glass.
- Initiated IBM's OEM sales of heads and disks with initial focus on Western Digital and Integral as customers. This initiative grew into a \$500 million IBM business, serving all drive producers in the industry.

**Director of Technical Strategy Development, Hardware and Technology**  
Armonk, New York

1990

Responsible for advising corporate management, including the CEO, about key trends and necessary actions to ensure IBM's leadership in technologies encompassing microprocessors, communications, data storage, semiconductor, and computing systems.

**Director of Storage Products**  
Rochester, Minnesota

1987-1990

Responsible for developing and manufacturing IBM's small disk drives for use in PCs through mid-range computers. Directly managed an 800-person organization in Rochester and provided functional guidance to 500 people in Mainz, Germany, and Fujisawa, Japan.

- Developed and achieved high-volume production of IBM's first film disks, starting in Rochester and then expanding production to Mainz, Germany.
- Developed and achieved high-volume production of the industry's first 3.5-inch drive based on MR heads, the Corsair drive, first in Rochester and then expanding production to Fujisawa, Japan. The success of this drive program required achieving highly automated methods of MR head production and assembly in order to achieve acceptable yields and costs. During 1990, IBM produced approximately 0.5 million Corsair drives. This class of drive had become ubiquitous in high-end PCs, engineering workstations, and internet servers. Today the industry produces 30 million such drives per year.
- Initiated IBM's OEM sales of MR head-based drives with early focus on HP, Apple, Compaq, and Sun. Today most of IBM's 25 million annual drive production is sold on an OEM basis to all the major system producers in the world.
- One of twenty IBM leaders trained directly by Motorola on its Six Sigma Program and responsible for adoption of this program by IBM.
- One of three leaders of the Rochester site responsible for winning the Malcolm Baldrige National Quality Award. The Rochester site is the only IBM unit to have ever received this award.

**Director of Storage Systems and Technology**  
Research and Storage Systems Divisions, San Jose, California

1981-1987

During this period held several similar positions in both of the aforementioned divisions, all aimed at speeding up the movement of IBM's data storage innovations to market. Between 1981 and 1984, this responsibility also included managing advanced data storage systems and data storage access software projects in both divisions.

- Accomplished the formation of IBM's third interdivisional laboratory, the Magnetic Recording Institute, a 250-person advanced technology development function.
- Accomplished the transfer of MR drive-head technology from the Research Division to a Product Division.

**Research Staff Member through Third-level Management Positions**

1971-1981

Thomas J. Watson Research Center, Yorktown Heights, New York

Responsible for directly contributing to and managing applied research efforts in several areas of technology.

- Invention and prototyping of the world's first MR heads for consumer-transaction readers (1974 magnetic price tag reader product used by Macy's); the world's first MR heads for tape drives (1976 nine-track, 1/2-inch linear tape drive, IBM's 3480 product) and the world's first MR head for disk drives (1990 IBM's Corsair 3.5-inch disk drive).
- Beginning and terminating IBM's amorphous magnetic bubble memory program. The rare-earth/transition metal alloy films developed during this program became the standard optical storage medium on all reversible optical storage products since then.
- Terminating IBM's overall magnetic bubble memory program.
- During a one-year sabbatical working with IBM's East Fishkill, New York, laboratory director, contributed to the completion of the world's first 30-layer ceramic package capable of housing 100 high-speed semiconductor chips for use in mainframe class computers. Today such semiconductor packages are used in all classes of computers.
- Initiated a new function in the Research Division responsible for research and development of packages for high-speed semiconductor chips. Under Bajorek's leadership this function evolved into IBM's second interdivisional laboratory, the Advanced Packaging Technology Laboratory.
- Actively contributed to shaping IBM's Ph.D. and premier B.S./M.S. recruiting programs, as well as IBM's funding of research at leading U.S. universities.

**EDUCATION**

- B.S., Electrical Engineering, California Institute of Technology, Pasadena, CA (1965)
- M.S., Electrical Engineering, California Institute of Technology, Pasadena, CA (1967)
- Ph.D., Electrical Engineering and Business Economics, California Institute of Technology, Pasadena, CA (1972)

**MISCELLANEOUS**

- Recipient of the prestigious 2002 IEEE (The Institute of Electrical and Electronics Engineers, Inc.) Reynold B. Johnson Information Storage Award for leadership in the development and manufacturing of magnetoresistive recording heads for data storage devices
- Awarded the Third Millennium Medal for outstanding contributions by the IEEE Magnetics Society
- Fellow of the IEEE
- Member of *Sigma Xi*
- Director of IDEMA (International Disk Drive Equipment & Materials Association), 1997-2000